

## Organization Capacity Evaluation

Organization: Columbia Interfaith Resource Center

Date of Review: August 7<sup>th</sup>, 2013

Evaluation Valid: July 1, 2013-June 30, 2016

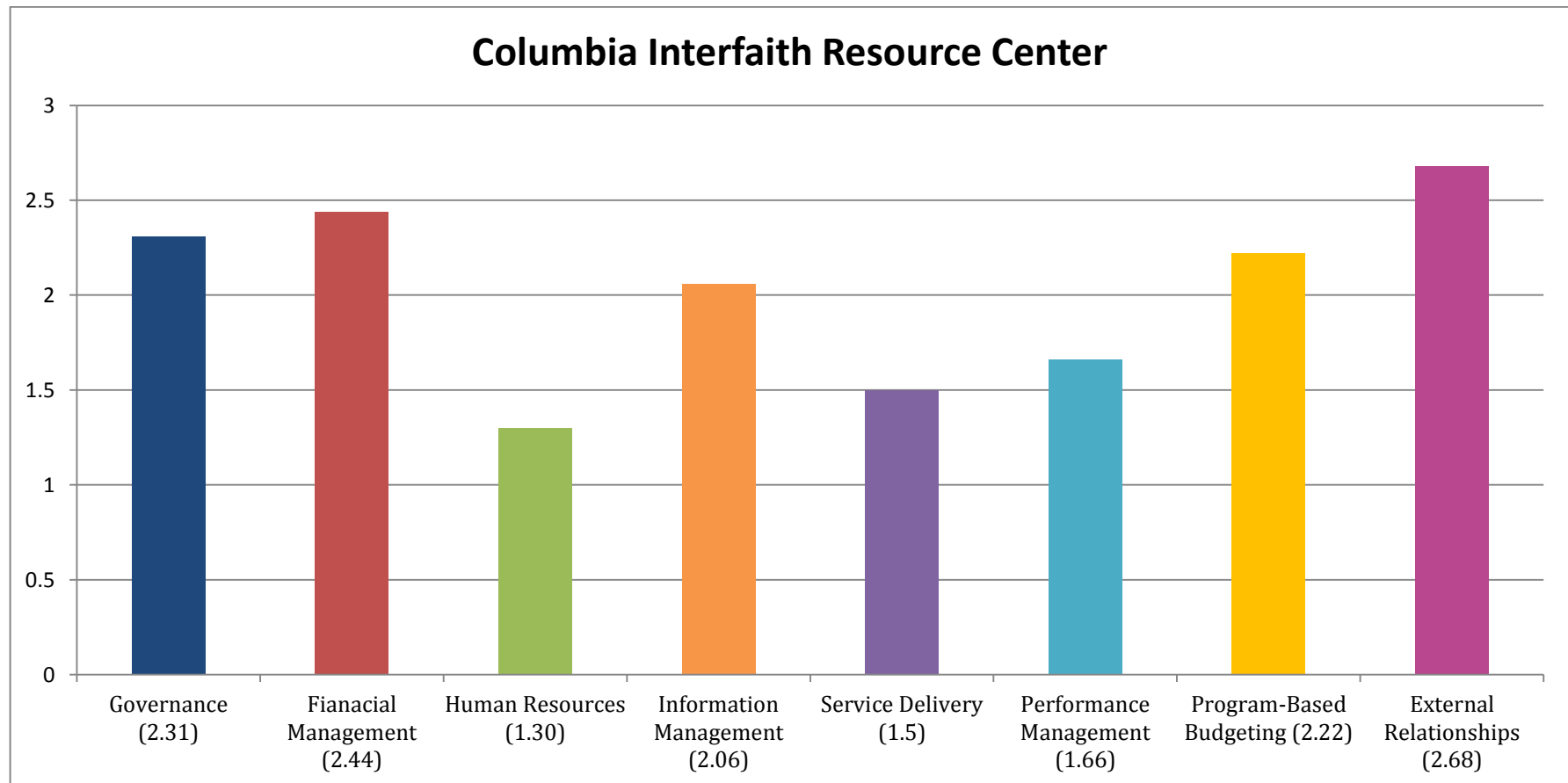
Overall Evaluation Score: 2.02

### Scale

3 = High Level of Capacity

2 = Moderate Level of Capacity

1 = Low Level of Capacity



## 1. Governance: 2.31

	Response	Subheading Score	Category Score
<b>Mission Statement</b>	High – Clear expression of organization’s reason for existence		<b>3</b>
<b>Vision Statement</b>	No written vision statement		<b>1</b>
<b>Board of Directors</b>			
• Appropriate number of board members	Required to have a minimum of 4, maximum of 12. Currently have 7 members	3	
• Average Rate	Have had 7 members for the last 2 years	3	
• Terms and term limits	2 year terms, can serve 3 consecutive terms	3	
• Reflective of demographic served	Somewhat, but not entirely reflective, based on observation	1	
• Role in goal setting and management	Provides strong direction, support, and accountability to leadership	3	
• Family/business relationships	No	3	
<i>Board of Directors Average Score:</i>		16/6=	<b>2.66</b>
<b>Policies and Practices</b>			
• Conflict of interest policy	Yes- Reviewed by evaluator	3	
• Whistleblower policy	Yes- Reviewed by evaluator	3	
• Document retention policy	Yes- Reviewed by evaluator	3	
• Business continuity plan	No	1	
• Document meetings and track actions	Yes- Reviewed by evaluator, Date: 7/16/13	3	
• ED hiring process (Review and approval by independent persons, comparability data, and verification of the deliberation and decision)	N/A – No Executive Director	N/A	
• Lobbying written policies and reported on IRS990	Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		13/5=	<b>2.6</b>
<b><i>Governance Capacity Score:</i></b>		<b>9.26/4=</b>	<b>2.31</b>

## 2. Financial Management: 2.44

	Response	Subheading Score	Category Score
<b>Policies, Practices, and Procedures</b>			
• Written financial policies and procedures	Yes – Reviewed by evaluator	3	
• Accountability standards or practices and controls to ensure accuracy	Moderate - Limited financial standards and controls in place	2	
• Accrual basis accounting	No – cash basis	1	
<i>Policies, Practices, and Procedures Average Score:</i>		6/3=	<b>2.0</b>
<b>Oversight</b>			
• Person Responsible for daily fiscal management	Treasurer	Report	
• Is this person dedicated to fiscal management	No	1	
• Who is responsible for budget development	Board of Directors	Report	
• Treasurer	Yes – Active Treasurer	3	
• Board oversight	Board Treasurer prepares financial records, presents to the board at monthly meetings	Report	
• Annual review overseen by board	Yes	3	
• Form 990 provided to the Board of Directors	N/A – 990-N e-postcard filing, less than \$50,000 budget	N/A	
<i>Oversight Average Score:</i>		7/3=	<b>2.33</b>
<b>Insurance</b>			
• Workers' compensation	N/A – not required by MO law	N/A	
• Business Auto Liability	N/A – no vehicles	N/A	
• Commercial/General Liability	Yes	3	
• Directors and Officers Liability	Yes	3	
• Professional Liability	N/A – no licensed staff	N/A	
<i>Insurance Average Score:</i>		6/2=	<b>3.0</b>
<b>Financial Management Capacity Score:</b>		<b>7.33/3=</b>	<b>2.44</b>

### 3. Human Resources: 1.30

	Response	Subheading Score	Category Score
<b>Employment Policies and Practices</b>			
• Written personnel policies	No – have a job description only	1	
• Non-discrimination policy	Yes- Reviewed by evaluator	3	
• Affirmative Action Plan	No	1	
• Workforce reflective of demographic served	Yes- determined by observation	2	
• Labor laws clearly posted	No	1	
• Criminal background checks on employees	No – intend to when more staff are hired	1	
• Abuse and neglect checks	No	1	
• How often conducted	N/A	Report	
<i>Employment Policies and Practices Average Score:</i>		10/7=	<b>1.42</b>
<b>Staff Training and Development</b>			
• New employee orientation	No	1	
• Staff Development Plan	No	1	
• Leadership Development Plan	No	1	
• Succession Plan	Yes- Reviewed by evaluator	3	
• License and certification	N/A – no licensed staff	N/A	
<i>Staff Training and Development Average Score:</i>		6/4=	<b>1.5</b>
<b>Volunteers</b>			
• Screened and trained	No – limited number of volunteers at this time	1	
• How are volunteers utilized	Anticipate utilizing volunteers at the new facility	Report	
<i>Volunteers Average Score:</i>		1/1=	<b>1.0</b>
<b><i>Human Resources Capacity Score:</i></b>		<b>3.92/3=</b>	<b>1.30</b>

#### 4. Information Management: 2.06

		Subheading Score	Category Score
<b>Policies and Procedures</b>			
• Retention and destruction policies	Yes- Reviewed by evaluator	3	
• Funder requirements incorporated	N/A	N/A	
• Identify the records custodian	Board Secretary and Treasurer	Report	
<i>Policies and Procedures Average Score:</i>		3/1=	<b>3.0</b>
<b>Data Management</b>			
• Client program and participation data	No –Aggregated, not individual data	Report	
• Volunteer applications and records	No	Report	
• Personnel records	Yes	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	No	Report	
• Inventory of hardware and software	N/A – no organizational computers	Report	
• Disaster readiness or recovery plan	No -Wilkes Blvd location is developing	Report	
<i>Data Collection Score:</i>	4 of 8 = Moderate		<b>2.0</b>
• Who has access to program data	Program staff and Secretary	3	
• Is program data backed-up	No	1	
• Validity and reliability	Low – organization does not have systems to ensure reliability or validity of data	1	
• Data retained in accordance with policy	Yes	3	
<i>Program Data Management Average Score:</i>		8/4=	<b>2.0</b>
<b>Confidentiality</b>			
• Confidentiality policies and procedures	Yes	3	
• Confidentiality agreement for: <ul style="list-style-type: none"> <li>○ Employees</li> </ul>	Yes- Reviewed by Evaluator	3	

○ Volunteers	Yes- Reviewed by Evaluator	3	
○ Board members	Yes (as volunteers)- Reviewed by Evaluator	3	
• How often are they renewed	Annually	Report	
• Regular Trainings	Not currently	1	
• Individual passwords for each computer	N/A – no organizational computers	N/A	
• Privacy filters for monitors	N/A – no organizational computers	N/A	
• Back-up protocol for collected data	N/A – no organizational computers	N/A	
• Utilize paper shredders and/or secure recycling	No	1	
<i>Confidentiality Average Score:</i>		14/6=	<b>2.33</b>
<b>Systems and Infrastructure</b>			
• Meets current and anticipated needs	No	1	
• Challenges	No organizational computers	Report	
• Upgrades in next 2 years	Yes – planning upgrades after the transition to the Wilkes Blvd location	Report	
• Off-site data storage	No	1	
• Data management software	Excel and QuickBooks	Report	
• Network computer system	No	1	
• Network administrator on staff	No	1	
• Network back-up protocol	No	1	
• Utilize the following:			
○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data Collection	Low	1	
○ Data Management	Low	1	
○ Data Reporting	Low	1	
○ Data Storage	Low	1	
<i>Systems and Infrastructure Average Score:</i>		9/9=	<b>1.0</b>
<b><i>Information Systems Capacity Score:</i></b>		<b>10.33/5=</b>	<b>2.06</b>

## 5. Service Delivery: 1.5

	Response	Subheading Score	Category Score
<b>Program Services</b>			
<ul style="list-style-type: none"> <li>Most successful aspect of program(s)</li> </ul>	Access to mail, showers, telephone, job board, and food	Report	
<ul style="list-style-type: none"> <li>Barriers</li> </ul>	Space, funds, and staff	Report	
<b>Infrastructure</b>			
<ul style="list-style-type: none"> <li>Meet current and anticipated needs</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>Rate capacity for               <ul style="list-style-type: none"> <li>Office building and meeting space</li> <li>Parking</li> <li>Storage</li> </ul> </li> </ul>	Low Low Low	Report Report Report	
<i>Infrastructure Average Score:</i>		1/1=	<b>1.0</b>
<b>Policies, Practices, and Procedure</b>			
<ul style="list-style-type: none"> <li>ADA Compliance and documentation</li> </ul>	No – at new location the showers will not be accessible, developing accommodation plans with other service providers to address any issues	1	
<ul style="list-style-type: none"> <li>Written non-discrimination in public accommodations</li> </ul>	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> <li>Fulfill staffing ratios</li> </ul>	N/A	N/A	
<ul style="list-style-type: none"> <li>Do you solicit feedback from participants</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>Customer grievance process</li> </ul>	Yes- Reviewed by evaluator	3	
<i>Policies, Practices, and Procedure Average Score:</i>		8/4=	<b>2.0</b>
<b><i>Service Delivery Capacity Score:</i></b>		<b>3.0/2=</b>	<b>1.5</b>

## 6. Performance Management: 1.66

	Response	Subheading Score	Capacity Score
<b>Performance Management</b>			
<ul style="list-style-type: none"> <li>Barriers and challenges</li> </ul>	Outputs are easy to measure; outcomes are harder to measure with the population	Report	
<ul style="list-style-type: none"> <li>Utilized to guide programming</li> </ul>	No	1	
<ul style="list-style-type: none"> <li>Consistent with other funders</li> </ul>	Yes	Report	
<ul style="list-style-type: none"> <li>Communicated to board</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Communicated to staff and volunteers</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Rate systems for               <ul style="list-style-type: none"> <li>Monitoring performance</li> <li>Reporting performance</li> <li>Utilizing performance for evaluation and planning</li> </ul> </li> </ul>	Low Low Low	1 1 1	
<b><i>Performance Management Capacity Score:</i></b>		<b>10/6=</b>	<b>1.66</b>



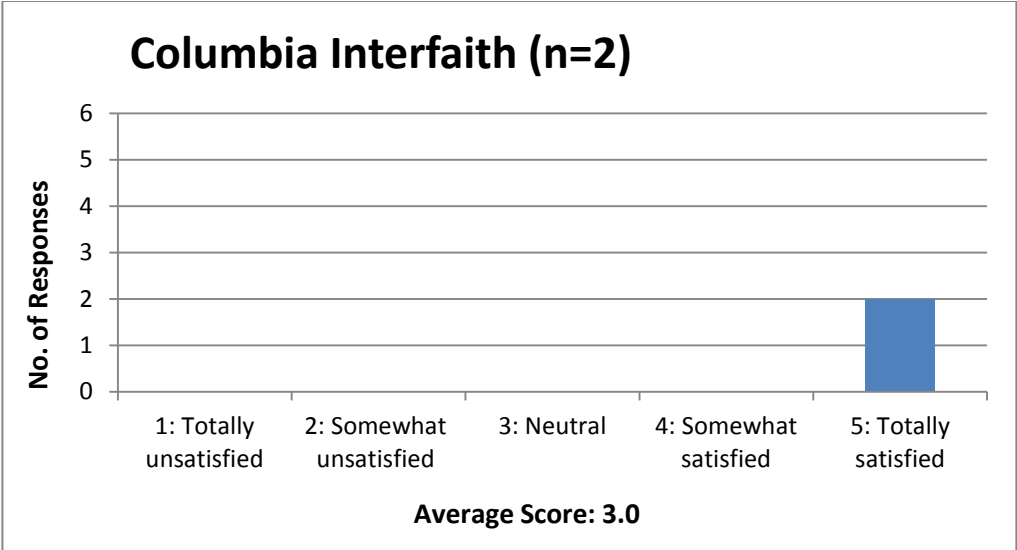
## 7. Program-Based Budgeting: 2.22

	Response	Subheading Score	Capacity Score
<b>Program-Based Budgeting</b>			
<ul style="list-style-type: none"> <li>Procedures for developing and monitoring program budgets</li> </ul>	Moderate – Organization has limited systems for utilizing information to develop the program budget. Program budgets are well managed and organization adheres to the program budget	2	
<ul style="list-style-type: none"> <li>Does the process cover projected:               <ul style="list-style-type: none"> <li>Ongoing revenues and expenditures</li> <li>Occasional or special revenues and expenditures</li> <li>Capital expenditures</li> </ul> </li> </ul>	Yes - all included	3	
<ul style="list-style-type: none"> <li>Board members utilized</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Annual program budgets tied to annual operational plan</li> </ul>	Yes	3	
<ul style="list-style-type: none"> <li>Who is responsible for oversight</li> </ul>	Treasurer and Board of Directors	Report	
<ul style="list-style-type: none"> <li>Rate systems for:               <ul style="list-style-type: none"> <li>Developing program budgets</li> <li>Assessing data to recognize trends</li> <li>Working with staff to understand budgets</li> <li>Working with board to understand budgets</li> <li>Accurately forecasting change in the budget</li> </ul> </li> </ul>	<p>Moderate</p> <p>Low</p> <p>Moderate</p> <p>High</p> <p>Low</p>	<p>2</p> <p>1</p> <p>2</p> <p>3</p> <p>1</p>	
<b>Program Based-budgeting Capacity Score:</b>		<b>20/9=</b>	<b>2.22</b>

## 8. External Relationships: 2.68

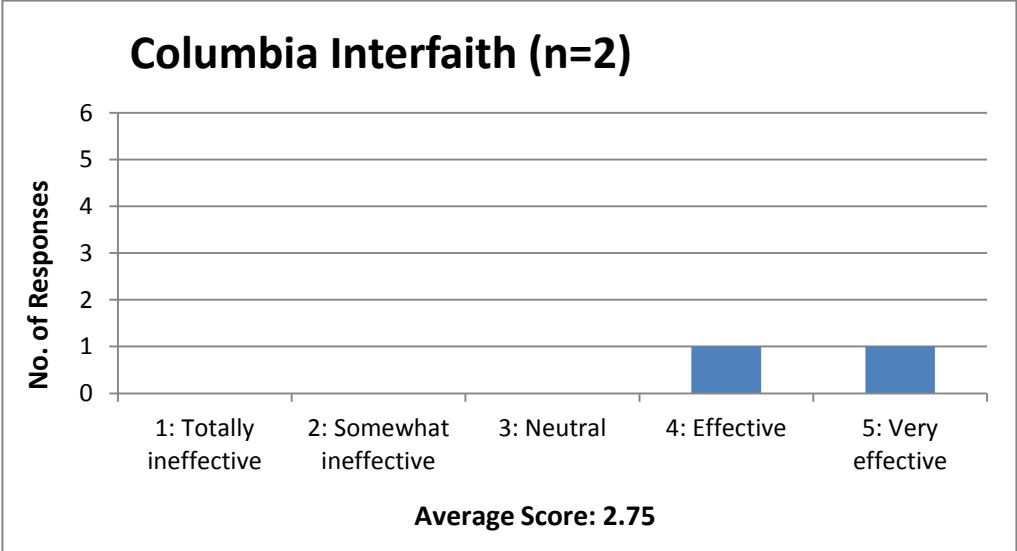
	Response	Subheading Score	Capacity Score
<b>External Relationships</b>			
<ul style="list-style-type: none"> <li>• Collaboration</li> </ul>	Organization maintains strong, high-impact relationships and referral connections	3	
<ul style="list-style-type: none"> <li>• Widely known and perceived to be engaged</li> </ul>	Not widely known, but known in certain circles. Have some issues with the community understanding a “day center”	2	
<ul style="list-style-type: none"> <li>• External Partner Feedback               <ul style="list-style-type: none"> <li>○ Satisfaction</li> <li>○ Effectiveness</li> <li>○ Comments</li> </ul> </li> </ul>	See Attached	3.0 2.75	
<b><i>External Relationships Capacity Score:</i></b>		<b>10.75/4=</b>	<b>2.68</b>

Please rate your overall satisfaction with your partnership with the agency.



<u>Scale</u>
3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



<u>Scale</u>
3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

**Comments:**

CIRC meets the needs of the homeless community without any real paid staff. They are under-resourced and meet a huge community need. They do this with consistent good humor and positive regard for our most struggling residents.

This agency needs and deserves community support. With an impending move to a better location, they also are looking forward. They serve a very vulnerable population as well and face significant challenges as they explore the provision of more services than has been possible in their current location.